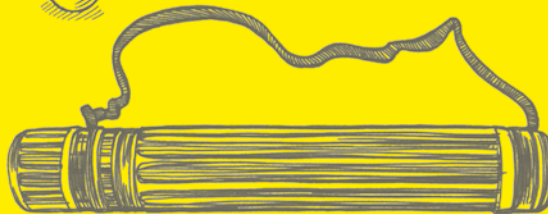
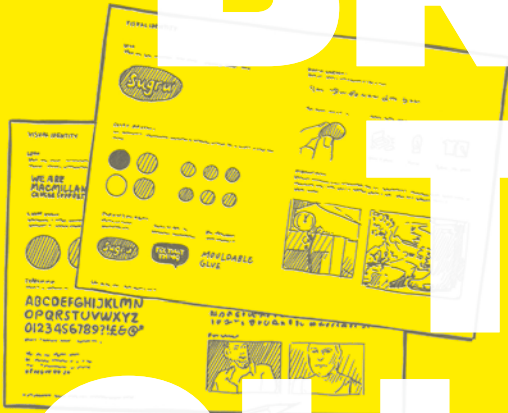


BRAND THE CHANGE

**THE BRANDING GUIDE FOR
SOCIAL ENTREPRENEURS, DISRUPTORS,
NOT-FOR-PROFITS AND
CORPORATE TROUBLEMAKERS**



ANNE MILTENBURG

23 TOOLS & EXERCISES

14 CASE STUDIES

7 GUEST ESSAYS

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A SHORT HISTORY



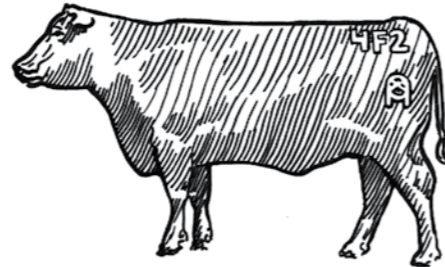
Branding proclaims allegiance.



Branding makes you stand out from the crowd.



Branding advances your reputation.



Branding shows ownership.

Branding is an inherent human practice of all ages and all cultures, a way of showing who you are and what you stand for.

For ages, artists have signed their work in order to build their reputations. Silver and goldsmiths have developed marks of quality to instil trust. Knights and warriors were clad in the colours and symbols of their houses or tribes, proclaiming their allegiances, distinguishing them from the enemy, and advancing their reputations. The actual word 'branding' derives from the branding of cattle in the United States in the 19th century to show and prove ownership.

Branding as we know it today came of age during the Industrial Revolution. Large-scale production and faster logistics meant that the distance between producer and consumer grew.

Word-of-mouth was no longer effective as a single tool for spreading a reputation. Especially for food, the safety and quality of products was a big question mark. Creating more recognisable identities for their products helped manufacturers build trust and loyalty.

By the mid-20th century, most manufacturers could no longer compete based purely on quality, as most goods on the market were roughly the same. So manufacturers had to develop another differentiating factor to make products stand out on the store shelf, a more emotional appeal, and advertising, marketing and branding came into their own. Today, branding is used by individuals, governments, activists, movements, political parties, products, services, scientists and celebrities to help guide people how to think and feel about them.

BRANDING: A DEFINITION

There have been a lot of books written on branding, and experts can argue about its exact definition until they are blue in the face. For the purpose of this book, we are defining branding as directing how other people think and feel about you.

Your brand is a catalyst that drives everything you do, from your actions to your communications, from your HR policy to choosing a new location for your office. Through your actions people will (unconsciously) build an archive of associations of your brand. By being aware of what you want to be recognised for by others and designing the right actions and communications which will build that recognition, you can actively guide how other people think and feel about you.

'A brand is a person's gut feeling about a product, service or company. A brand is not what you say it is, it is what they say it is.' –Marty Neumeier, author

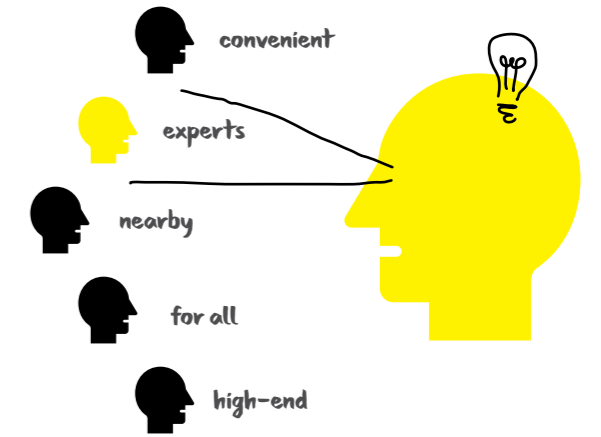
'Brands exist in the minds of the people who interact with them.' –Brian Collins, creative director,

BRANDING HELPS YOUR AUDIENCE

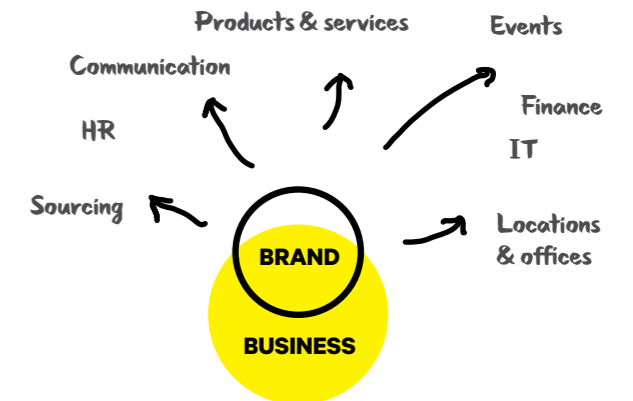
Every day we are bombarded by thousands of messages from thousands of people, organisations and products who think that we should buy them, read them, eat them, fund them. Brands help people choose. Developing a brand strategy means not leaving your audience's choice to chance, but having a plan about who you want on board to support you and how you can get them on board. You can't control it entirely, and neither should you want to, but if you don't frame how you want to be thought of, others will frame you –right or wrong– as they see fit.

BRANDING HELPS YOU

Internally, a brand provides purpose, is a compass for direction and a filter in decision making. Branding is choosing. You can't be everything to everyone. If you try to be everything to everyone you end up being nothing to nobody. A strong brand helps you take better decisions on new opportunities and creates a stronger company culture where values are shared and where actions are more aligned.



Branding helps your audience choose

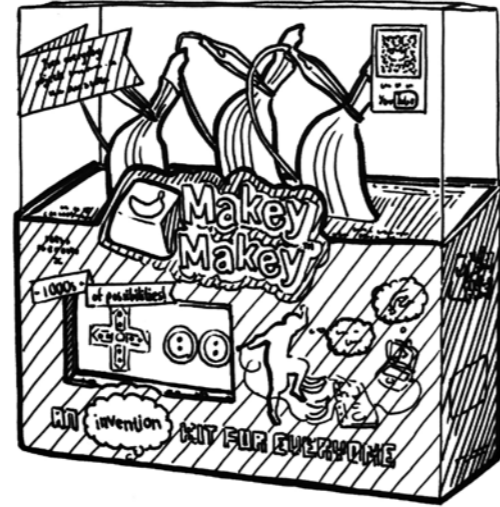


Branding helps you choose

CASE: MAKEY MAKEY THINK ABOUT THE BOX

How a product inspired by the maker movement was repackaged to reach its full potential.

TAGGED: CHILDREN - TECH - CREATIVITY - B2C



Makey Makey is the brainchild of Jay Silver and Eric Rosenbaum, who believe that everyone is creative, inventive, and imaginative, and that technology can be presented in a way that enables people of all ages to play and experiment with it. Based on this insight they developed Makey Makey, a simple invention kit for beginners and experts doing art, engineering, and everything in between. The first commercial edition of Makey Makey was realised through the support of 11,000 backers on Kickstarter.

'After the first Kickstarter, we knew we'd need to ship our product in something,' Silver explains, 'but we were completely focused on the product and user experience. The packaging was a last minute thing. We went with the simplest type of box, and I happened to live next door to a design wizard who said, "I can design you a box in a couple days." Boom, instant box. And so it was for a few years.'

Makey Makey started as a niche product for the maker movement and was initially only sold by the inventors online in a small, green e-commerce box featuring the circuit board and a number of things it could connect to. Fairly soon, however, the retail world came knocking, and Makey Makey realised that a chain like Toys"R"Us could help them reach a far larger audience. But to be able to sell at scale, they needed to upgrade their packaging. The simple box designed for the kickstarted campaign just could not compete with the visual assault in the toy aisles.

Following a personal intuition, Silver and the team decided to work with the Chicago-based agency Merge to create a design that would fit the unconventional nature of the kit. 'Makey Makey as an "object" really isn't all that interesting; what matters is the creative behaviour that it enables as a tool. It's the world reconsidered. The new packaging needed to vivify this ... easy, right?(!)' Makey Makey's signature red features prominently on the new boxes, which boldly display the kit's alligator clips attached to banana cut-outs, fun and creative elements that illustrate the product's purpose and proposition.

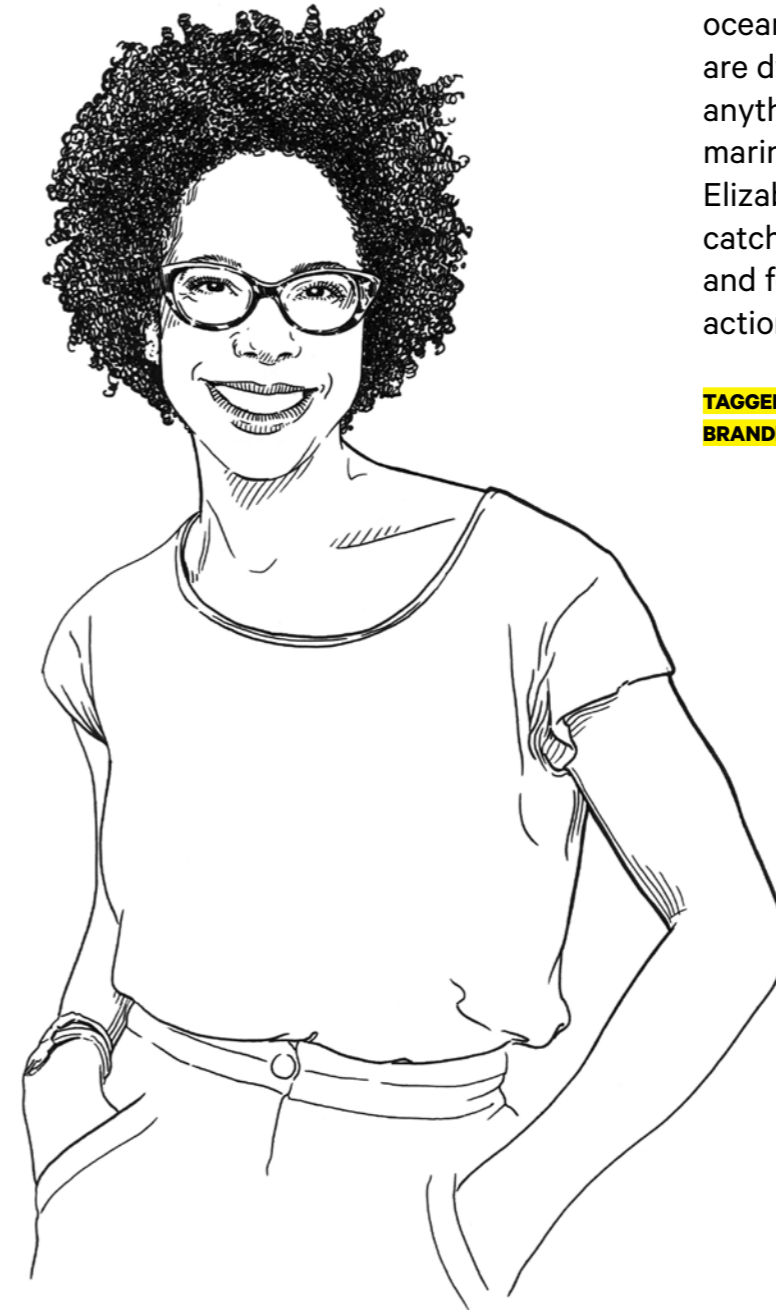
RESULTS

Makey Makey is now sold at stores like such as Walmart, Best Buy and Barnes & Noble, as well as on platforms like Amazon, and of course through the inventors' website. Over 400,000 units have been sold, bringing the maker movement to the grand stage.

In order to grow your movement and realise your vision, designing for a commercial context is necessary to achieve scale.

More on Makey Makey
makeymakey.com
@thejoylabz

CASE: DR AYANA ELIZABETH JOHNSON USING THE OCEAN WITHOUT USING IT UP



In a time when climate change is accelerating, oceans are becoming plastic soup, coral reefs are dying and few people seem to be doing anything about it, you would not expect a marine biologist to thrive. And yet Dr Ayana Elizabeth Johnson repeatedly manages to catch the attention of policymakers, citizens and fellow scientists, and convince them action is needed.

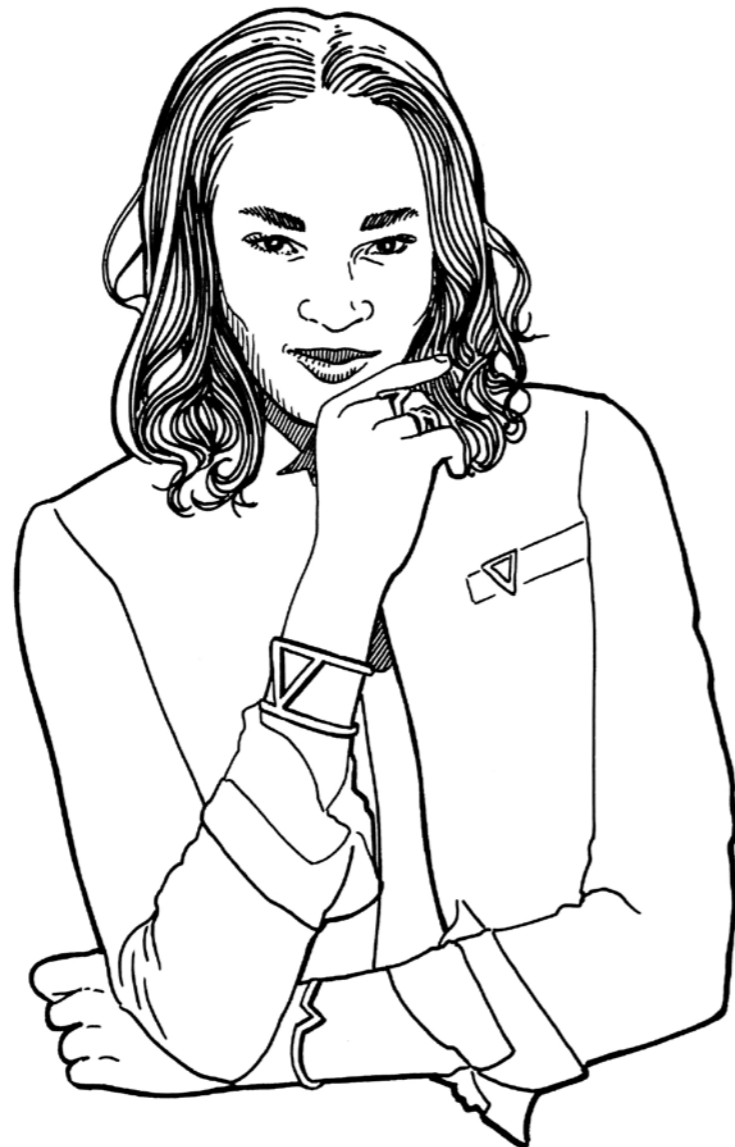
**TAGGED: CONSERVATION - MOVEMENTS - ACTIVISM - PERSONAL
BRANDING**

CASE: SOKO

FASHIONABLE, FAST AND FAIR

How an ethical fast-fashion company increases the incomes of artisans five times over through a brand women love to come back to time and time again.

TAGGED: ETHICAL FASHION - INNOVATION - TECH - ONLINE RETAIL



The artisan craft industry is the second largest employer in the developing world. Its workers are also some of the most disenfranchised. On average, women account for 80% of the workforce, but make only 10% of the income. Fashion brand/tech company Soko provides a way for artisans to improve their livelihoods by connecting them directly with market demand around the world through a first-generation mobile phone marketplace. This approach matches existing consumer behaviour with responsibly sourced products, proving that ethical small-scale production can feed the mainstream market.

THE BRANDING CASE

Nairobi is a hotbed for social innovation and tech, and it was here that Soko founders Ella Peinovich, Gwendolyn Floyd and Catherine Mahugu met and recognised their shared passion for artisanship and women's empowerment. Combining their talents for technology and systems design, they have invented a radically new way for fashion brands to source their products. When a Soko customer puts in an order it is sent to a digital marketplace that artisans in Kenya can access and respond to via their mobile phones, even if they lack access to the Internet, a computer, or a bank account. The artisans produce the jewellery, and Soko delivers it to the customer. Because there are no other middlemen, a Soko partnership can quadruple the income of the average artisan.

The road that led to today's success has had some twists and turns. Soko began as SasaAfrica, a tech company conceived as the 'Etsy of Africa', a digital marketplace that offered local artisans a platform to sell and market their own unique, one-off designs. 'The perceived value of the products didn't align with the actual value of the goods. We realised marketing and branding were very important,' Peinovich says. 'Also, the style of the jewellery was very ethnic,' adds Floyd, 'which only appealed to a niche market. We recognised a scalable market demand from wholesale consumers that would enable us to pivot our supply chain to a more robust end-to-end solution.'

During this initial phase, time and money were both in short supply, eaten up by the demands of maintaining and operating the tech platform and building their supplier and market bases.

The team started applying for funds and entering competitions, and SasaAfrica won the BiD Women in Business award, Rice Business Plan Competition, Global Social Entrepreneurship Competition (GSEC), the DEMO Lionesses and People's Choice awards at DEMO Africa, the ITV Telecom World Young Innovators Competition, a USAID Development Innovation Venture Grant and a Best Buy College Innovator Fund prize, getting over US\$200,000 (€184,000) in seed funding, mentoring and coaching. The awards and funding also resulted in substantial early PR and a group of first fans who gave the founders crucial feedback. 'That is when we rebranded to Soko,' says Peinovich.

WE NEEDED AN UMBRELLA COMPANY THAT COULD RAISE THE KIND OF PRICES THAT COULD COVER THE COST OF MARKETING AND PROMOTION INVOLVED TO MEET THE MAINSTREAM CONSUMER

'We went from a technology company for artisans to a consumer-facing company. To make this possible we moved from unique pieces to a collection of items that could be produced in series, and then we offered them at wholesale.' The change quickly paid off. In 2015 Soko raised US\$700,000 from a Dubai-based venture capital firm and from angel investors to help support further growth.

For a tech company to enter the extremely competitive world of online fashion retail is no small feat. The shift from a miscellaneous assortment of artisan-designed pieces to a coordinated collection was particularly significant. 'We are lucky that both Ella and I are trained designers,' says Floyd, 'so when we made that switch it was easy for me to pick up the product

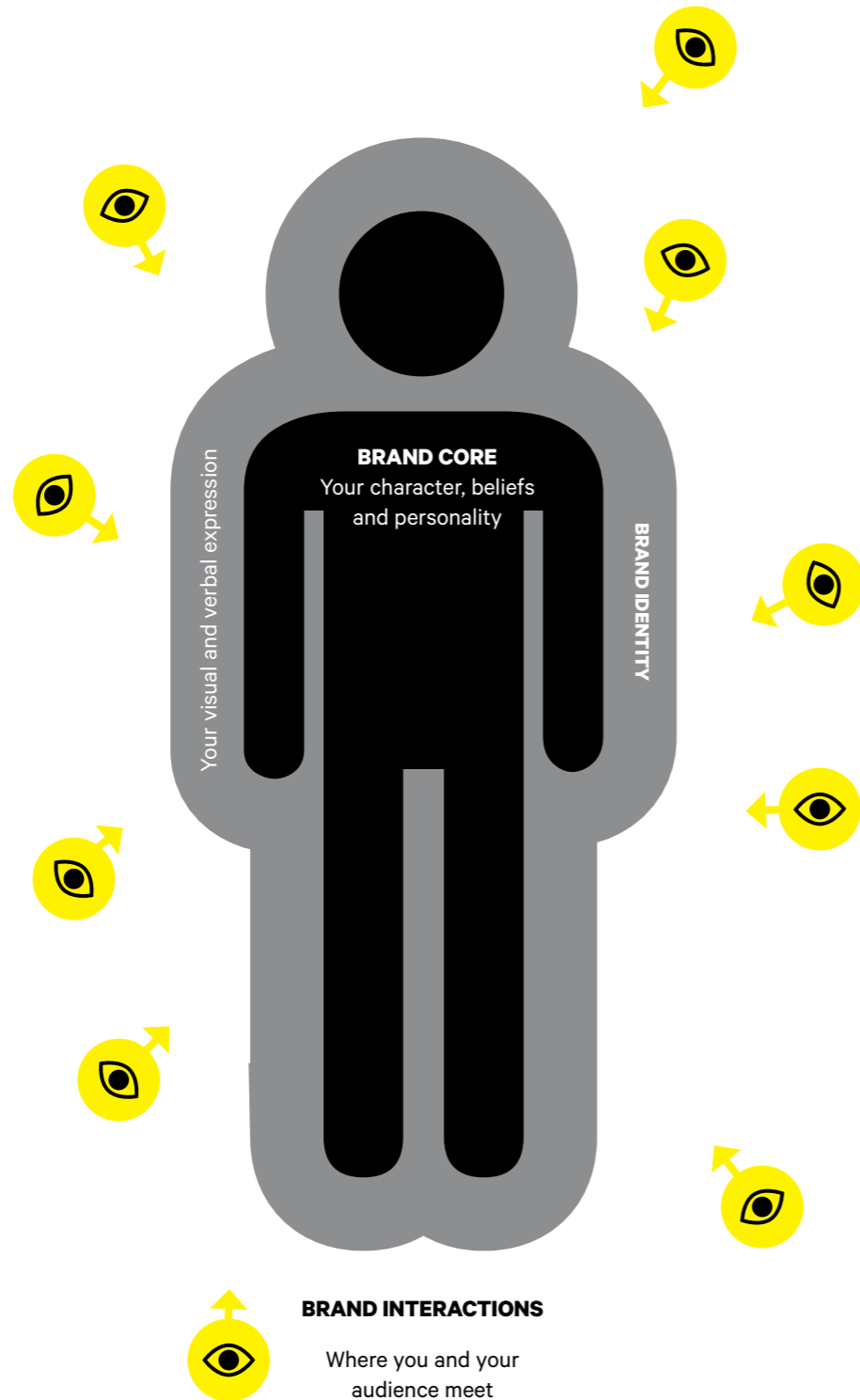
BRANDS ARE BUILT LIKE HUMANS

Brands are constructed much like humans are. You have an inner core: your character, personality, set of beliefs, what you want to achieve in your life.

This expresses itself through your identity: what you look like, what you say, how you say it. Your core and your identity shape your interactions with the outer world and how people think and feel about you, from the tweets you send, to the events you attend or organise, to the friends you surround yourself with, to the things you do (or don't do) for others. The signals people get on the outside help them form an opinion on what is on the inside.

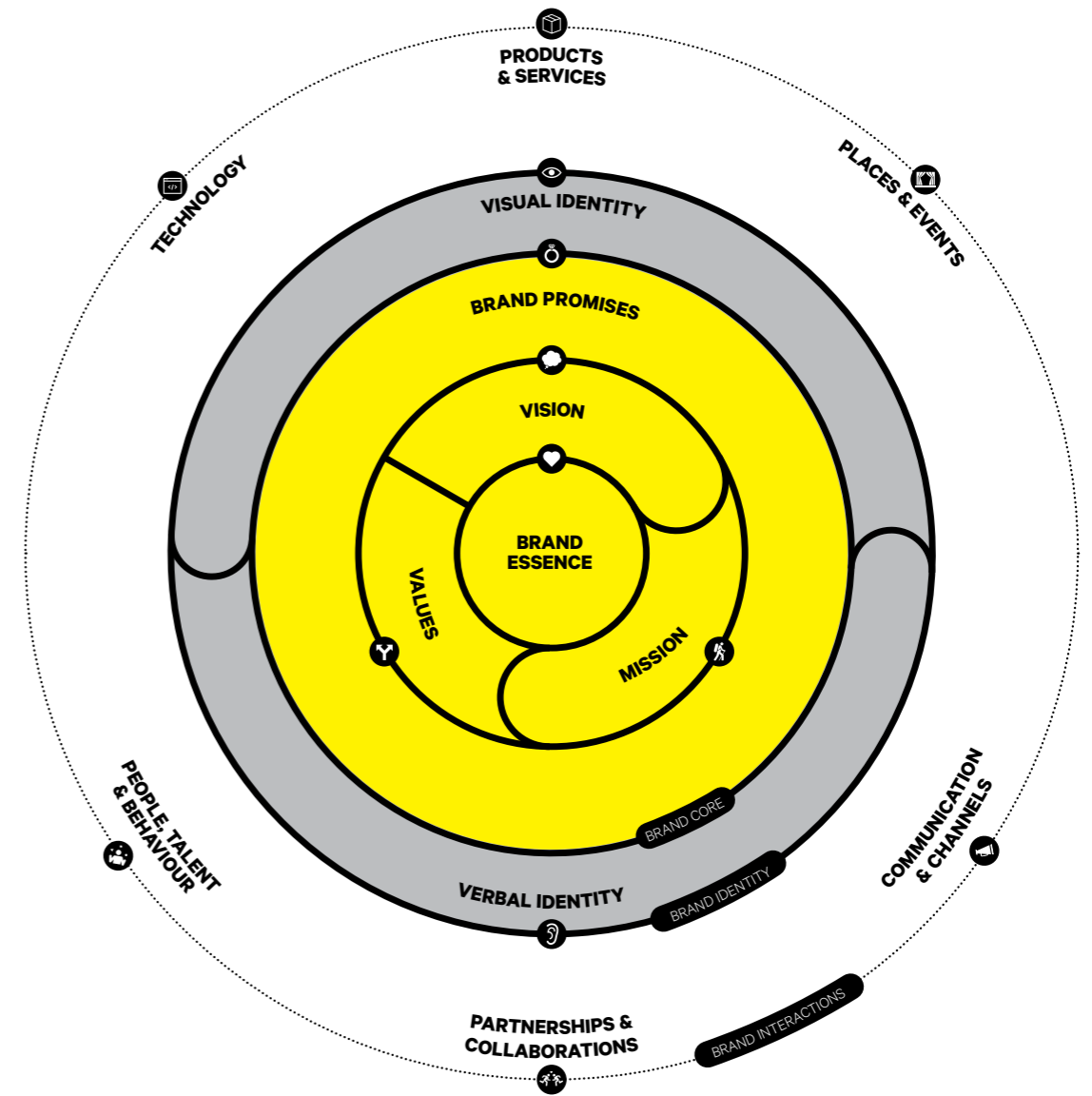
This is exactly what you are doing as a brand: you want to build relationships with your audiences. You want them to prefer you and be loyal to you in order to grow your social or environmental impact and business. You need to have a core that drives you, an identity that makes you recognisable and interactions that create a relationship between you and your audience.

Everyone can benefit from understanding the holistic brand model that underpins strong brands. When you know the anatomy of a strong brand, the whole and the parts, you can use it to your advantage.



BRAND INTERACTIONS

Where you and your audience meet



In order to make it easier to construct a holistic brand, we've created a model we call the Brand Thinking Canvas. Its power lies in helping you understand the anatomy of a strong brand and what it takes to successfully direct how people think and feel about you across six main interaction points with your audiences. The core, identity and interactions all break down into their own separate components.

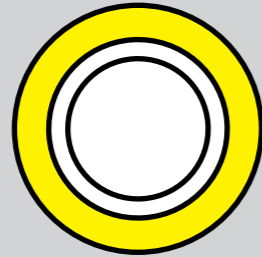
THE BRAND CORE The brand core is built on the change you want to see in the world. Why you do what you do and what your road to change is. The core is captured in a vision, mission and values. Your brand promises to capture what you commit to deliver to your audiences.

THE BRAND IDENTITY consists of your visual and verbal expression: what you look like, how you talk.

BRAND INTERACTIONS guide all the points of contact that you build with your audiences. From the people you hire and how they behave when encountering your customers, to the partnerships you form with others, to the types of channels you choose to communicate to the places where you want to be seen, to the products and services you offer. Your core guides how you set up your production chain or source your materials.

On the next pages, we will go deeper into what each layer and component means for your brand, and we'll look at practical examples from real-world brands.

Brand Interactions



A brand is only as strong as the meaningful ways in which you bring it to life. How does your inner core express itself in experiences that build your brand with your audience? Talking with one of your team members, using your service, seeing you speak at a conference, and reading your tweets are all just some of the ways that people form impressions of you, experiences that shape how people think and feel about you. Interactions with your audience are where people will discover whether you walk the walk or just talk the talk.

WHAT IT ENCOMPASSES

- Communication and channels.
- People, talent and behaviour.
- Places and events.
- Products and services.
- Production line and sourcing.
- Partnerships and collaborations.
- Technology.

WHAT IT'S FOR

- Directing how people think and feel about you through their interactions with you.
- Translating your inner character, beliefs and personality into tangible experiences.
- Creating surprising yet consistent experiences across all your interactions.

COMMUNICATION & CHANNELS

There is no shortage of ways to communicate: digital or print, spoken or written, in a year-long campaign or a 30-second video, through billboards or social media. The general trend is towards conversation and content, and away from the one-way messages of traditional advertising.

- Your communication can be divided into several categories
- » Internal communications (team, investors, board members)
 - » External communications (ongoing: updates, opinions, events invitations, etc. building brand recognition)
 - » Campaigns (concentrated efforts on a particular topic or event)

In the age of social media, everyone is opening accounts and shouting at the world, hoping for their messages to get to the right people, or their videos to go viral. This only happens to a very small fraction of people and organisations, and is often the result not of a strategic intent but a serendipitous stroke of luck. The road to hell is paved with campaigns that were not retweeted and videos that never made it past 200 views.

Given all the options you have, it is even more important to work from your brand core and to brainstorm about which communication and channels fit your personality and your purposes. Key to any good communication strategy is understanding your audiences, what their concerns are, what you offer as a gain, where they hang out (physically and digitally) and what information needs they have, so you can start a conversation. Every audience segment has a channel that offers you the best return on your energy.

Communications can really become a purpose on their own. You can get too focused on things that don't move the dial. When you are just starting out it can be really hard to measure the success of communications because you don't yet know what the benchmark should be for success. Two thousand likes on a post is great, but not if it doesn't convert to action. Getting press coverage is fantastic, unless it is on a platform your audience does not frequent. Make sure you work strategically. Set a goal, create a hypothetical communications approach, launch it small, test the impact, improve and try again.



CUSTOMERS ARE NOT THE ONLY AUDIENCE

When you think about developing interactions with audiences make sure you don't only think about customers, users or clients! You have many audiences that you need to reach like present or potential partners, employees, investors, suppliers and the press!



CHANNELS

Check out the 19 channels you have at your disposal on page 155.

KNOW YOUR MARKET

It's vital you understand your market from your audience's point of view. As the only museum on human rights in your region you might feel you have a unique position in the museum landscape, but looking at your offer from the point of view of a potential museum visitor, you most likely will compete in a market of fun and informative family activities on a rainy Sunday afternoon.

FINDING A UNIQUE POSITIONING

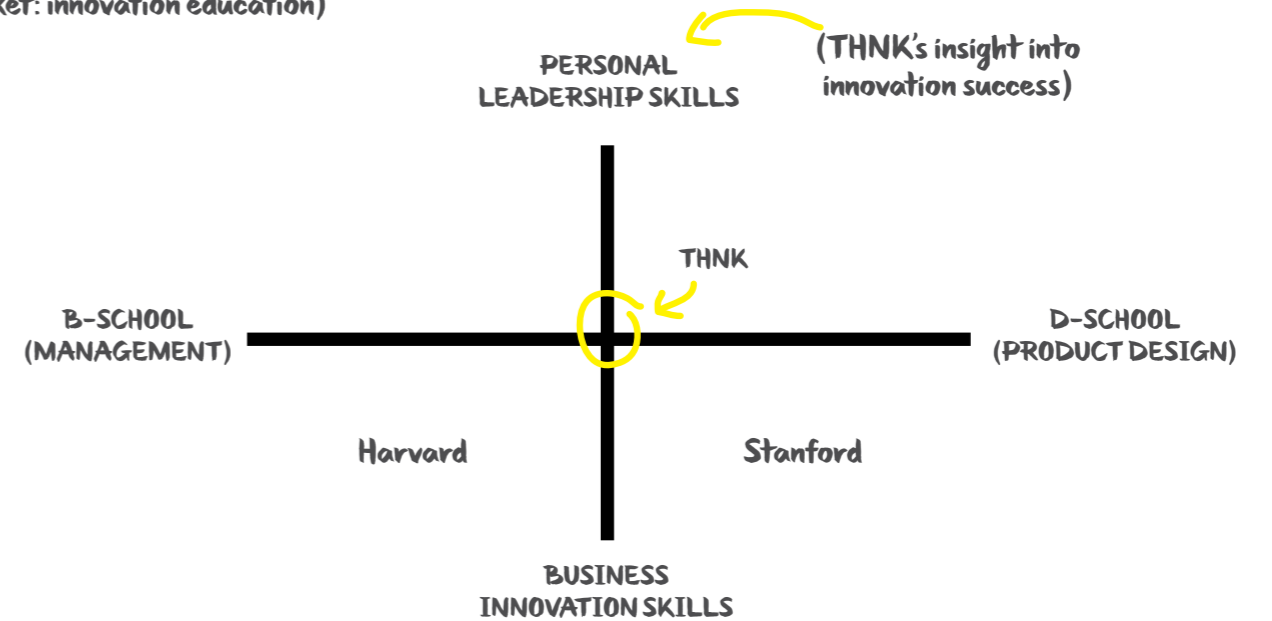
When you look at your market, you will most likely find a lot of competitors positioning themselves on exactly the same spot. By redefining the characteristics of a market, you create new axes which in turn help you find an innovative approach which will make you stand out from the crowd. This can mean adding a new characteristic to an existing market, like THINK did (see the model on the top right). Or, by looking at the defining characteristics of your market you can find the exact opposites, as is the case with the law firm example on the bottom right.



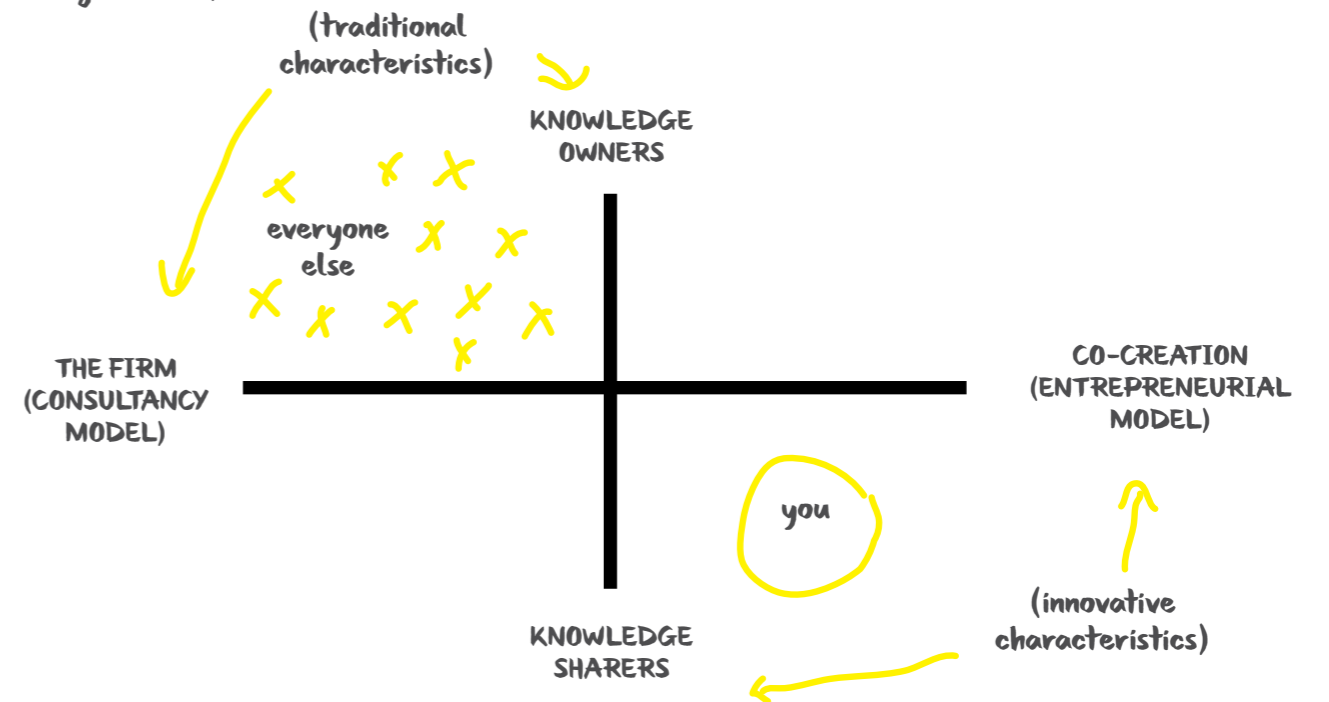
DISCOVERING OPPORTUNITIES

Brand strategist Raquel Szejnberg was working on the brand strategy of a law firm. While she was investigating the market, she realised all law firms present themselves as owners of knowledge with a traditional organisational model; 'the firm'. She found the polar opposite of the two and used them to create two axes: knowledge owners vs knowledge sharers on one hand, and the traditional firm model vs co-creative model. In the corner of knowledge sharers and co-creation, no law firm was yet active.

THNK, SCHOOL FOR CREATIVE LEADERSHIP (market: innovation education)



LAW FIRM (market: legal advice)



TOOL BRAND THINKING CANVAS #1


The Brand Thinking Canvas represents the holistic anatomy of a strong brand. In this step of the brand development process we are going to look at the core, in yellow on the right.

WHAT IT'S FOR

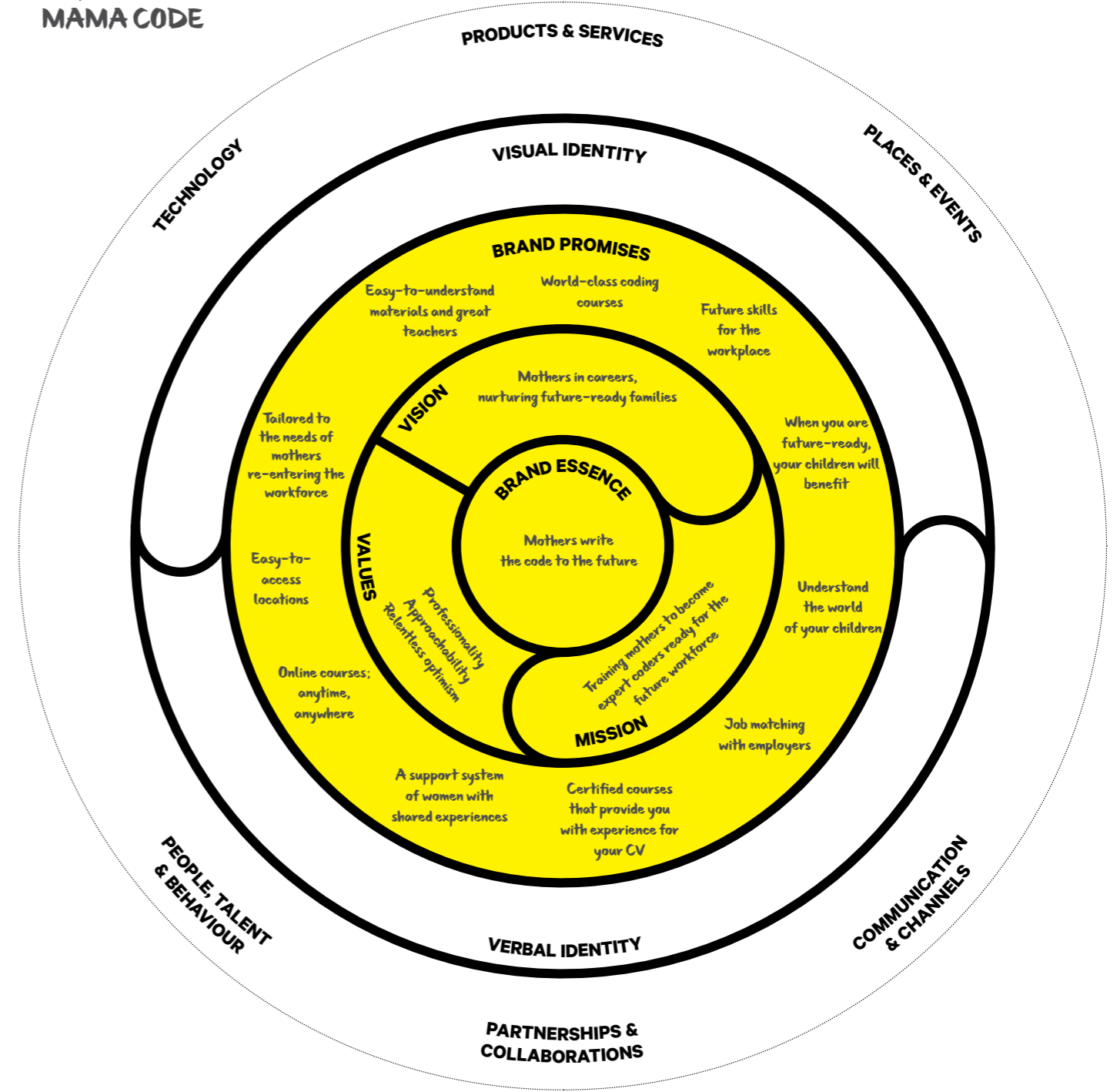
- » Defining the core of your brand; what it is that drives your identity and interactions.

HOW TO USE IT

- » You create the brand blueprint based on the brand proposition for your primary audience.
- » Work from the inside out but keep the brand essence for last.
- » Start from the vision, mission, values, brand promises. End with the brand essence.
- » Keep it short. If you start to see entire paragraphs or bullet lists appear on a sticky note, you are working in too much detail.
- » If you have two primary audiences, your vision, mission and values should be unified under one brand and you create two sets of brand promises, one for each audience.


NEED A HAND?
 Find tools to help you develop your mission and vision on the next pages.

EXAMPLE: MAMA CODE



PHASE 3 BRAND MAKING

In the brand making phase you will create the tangible assets that make up your brand.



1. CREATE A FACE AND A VOICE

Brand making involves the actual translation of ideas into tangible form, such as a visual and verbal identity.



2. MAKE SURE IT IS YOURS TO KEEP

Before going all the way, make sure your name and logo can be legally protected through a trademark and that you own your domain names and social media handles.



3. CREATE A BRAND BOOK

The identity is captured in a brand document that allows everyone who works with your brand to build consistent brand expressions.



4. CREATE FIRST EXPERIENCES

In the brand making phase you develop the basic experiences that are crucial to building the right brand with your audiences.



5. LAUNCH!

Choose a day to go public. It can be a big bang or a soft, gradual push, but on this one day, your brand will see the light.



STEP 1 CREATE A FACE AND A VOICE

It's time to create the face and voice of your brand, which are yours and yours alone. Your visual and verbal identity are going to be a very dominant factor in your life and work and will represent you to your audiences whenever you are not around personally. Needless to say, this step is not one to be taken lightly.

This is the stage of developing your brand where even the most hands-on entrepreneur needs to reach out to experts. You are going to look at your logo and write your organisation's name literally dozens of times a day, so you want it to be good.

WHO TO HIRE

Developing your verbal identity (name, tone of voice, editorial angle, messaging) and visual identity (logo, colours, type, imagery, layout) can be done by one party or several parties in collaboration. There is no right or wrong here: some people want to work with experts in a particular field so they will combine a dedicated namer with a designer who has a portfolio of projects that is exactly suited to your needs. Others want to have the assurance of one party taking on the entire job so there is a minimal risk of separate elements not being aligned. Depending on your preferred way of working, you can work with:

- » A brand agency that develops your strategy, verbal and visual identity and creates your first communication items, or
- » A consultant that develops your brand strategy
- » A naming agency that develops your name and tone of voice and potentially your messaging, or
- » A name consultant that focuses purely on your name, or
- » A design agency or independent designer that develops your visual identity and potentially the ongoing communication items.

TOOL ACTION PLANNER

Once you know what you need to do, don't let any of your insights slip away! Create an action plan that gives you an easy overview.

WHAT IT'S FOR

- » Capturing what needs to be done in order to achieve your goals.
- » Helping you get organised and ensuring that you put your thoughts into action.

HOW TO USE IT

- » Fill it out after each major brand strategy session where you've come up with ideas on how to build your brand.
- » Make it extremely specific and tangible.
- » Update it continuously.

GOAL

What you want to achieve

ACTIONS

What you will do to get there

RESOURCES

Who & what you need to get it done

DEADLINE

When should it be accomplished

EXERCISE THE FRAME GAME

This exercise helps you and your team to play around with words to describe your offer and the value it holds.

WHAT IT'S FOR

- » Clarifying your offer and its value.
- » Teasing out compelling brand promises.

HOW TO USE IT

- » Get your team together or ask several people who know what you do to join you.
- » Grab a couple of objects that are unrelated to what you do: a soccer ball or a cup of coffee.
- » Write the name or logo of your organisation, product or service on a piece of cardboard or nondescript box.
- » Sit in a circle and pass around the first object.
- » You pass the object around and each person finishes the following sentence: 'You are...'
- » Play a few rounds until you are out of ideas.
- » Repeat the exercise but this time, finish the sentence: 'You could be...'
- » Repeat the exercise with as many objects as you want in order to get your creative energy flowing.
- » Now use the object that represents your service/product. Repeat the exercise as before.
- » Be bold: there are no wrong answers!
- » Make notes so you don't lose the ideas.

Write your product/service/organisation's name on a blank box or other nondescript item

ROUND ONE



You are my brother's best friend.
You are round.
You are white and black.
You are an object of desire across the world.
You are every child's favourite toy.
You are made in many different sizes.
You are potentially made through child labour.
You are made of rubber.

You could be therapy for a child who has seen too much.
You could be my friend if I had good hand-eye coordination.
You could be the ball that Ronaldo played with when he was young.
You could be deflatable so I can take you everywhere.
You could be bright orange so I can tell you apart from your colleagues.
You could be made of organic materials.

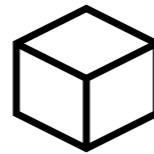
ROUND TWO



You are my saviour in the morning.
You are an addiction.
You are the reason my husband gets out of his grumpy moods in the morning.
You are from Guatemala.
You are grown by a farmer.
You are great in desserts too.
You are a commodity.
You are dark and delicious.
You smell so good!!

You could be less bitter.
You could be a way to earn a fair living for farmers.
You could have many flavours.
Your packaging could keep you fresher longer.
You could ensure I don't get bad breath and yellow teeth.
You could be a force for good.
You could wear way fewer clothes.

ROUND THREE



You are a job platform for people with disabilities.
You are a place to find a job.
You are a place to find motivated employees.
You are a place to find diverse additions to my team.
You are a quick & easy way to diversify my team.
You are a platform for talent without borders.
You are a place to find talent with extraordinary abilities.

You could be a solution to my challenge of staffing 5% of my team with people with disabilities.
You could be integrated into a regular job board.
You could be the place where I find people with unlimited motivation.
You could play a role in reframing how people think about employees with disabilities.
You could help people build a career without limits.

EXERCISE THE BULLSHIT RADAR

Do you have a hard time describing what it is you do? Do you use a lot of jargon? Turn on your bullshit radar to ensure that what you say makes sense to your audiences.

WHAT IT'S FOR

- » Clarifying your message.
- » Getting through to your audiences.

HOW TO USE IT

- » Ask a friend, family member, colleague, coach or potential client to join you in a ten-minute, one-on-one conversation.
- » Record the conversation so you don't have to take notes.
- » Stand opposite each other. Your conversational partner plays the role of bullshit radar.
- » Tell them your vision, mission and/or some of your brand promises.
- » Ask them to stop you mid-sentence when they don't understand, using only these phrases: 'Why?' 'How?' 'I don't know what that means.'
- » Test different ways of phrasing what you do or why it matters. Play with words. Be wary of jargon. Try to be as specific as possible about what you do, for whom and/or why. Some phrases are used so often they can belong to hundreds of organisations.
- » Draw lessons from the conversation to fine-tune your story.

* We have anonymised these statements for discretion's sake, but it's interesting to know they are real-world examples currently in use.

Factory45 takes sustainable apparel companies from idea to launch. We help you source fabric, find a manufacturer and raise money to fund production.

X* is involved in capacity building through arts. We believe creativity can save the world!

X* supports social entrepreneurs who are leading and collaborating with changemakers in a team-of-teams model that addresses the fluidity of a rapidly evolving society.

GoogleIdeas builds products to support free expression and access to information for people who need it most – those facing violence and harassment.

Tribewanted: Off-grid community tourism experiences in Africa, Asia & Europe.

We are X*, a sustainability crucible for cradle-to-cradle concepts and circle-economy research enabling environmental activists to empower communities.

The mission of X* is to improve significantly the psychological, career, financial and legal well-being of women, men, couples and families, regardless of their ability to pay.

Peek Vision: Professional eye exams from your smartphone. With a mobile app and lens adapter we provide an easy-to-use, affordable and portable system for testing eyes, whether in a clinic or in the comfort of a patient's home.

ClientEarth: We are activist lawyers committed to securing a healthy planet.

In a perfect world, great changemaking ventures would grow purely based on their own merit. In the real world, we have to be creative and strategic about how we brand our initiatives and get the support we need to help them grow into effective, sustainable organisations. Creating a strong brand is crucial to getting the audience you deserve and, ultimately, increasing your impact.

With over twelve years of experience as a brand developer, Anne Miltenburg has worked with organisations and people as diverse as tech companies, scientists, women's rights activists and bankers, from Zambia to Ireland and from the USA to Saudi Arabia. To help her clients comprehend the branding process and think more like brand strategists, Anne developed tools and exercises which became the foundation for a training format used in over 15 countries to support starting and scaling social enterprises. This book opens up the method for everyone looking to build or strengthen their brand for change.

INCLUDES

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'Brand the Change is the rarest of branding books that shows founders both how to think about branding as well as how to execute the process from A-Z. I found it inspiring and actionable.' Laura Talsma, entrepreneur

'We want people to be changemakers not just change thinkers. This method helps Amani Fellows to effectively sell the change they want to see in the world.' Roshan Paul, president of the Amani Institute

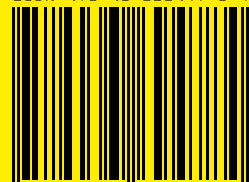
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'Our participants blossomed before our eyes within hours of working with the Brand Thinking Canvas. It was a truly inspiring moment.' Princess Reema Bint Bandar Al Saud

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